

**METHOD AND SYSTEM FOR EMPLOYEE WORK SCHEDULING****Related Applications**

This application claims the benefit of U.S. Provisional Application No. 60/112,671, filed December 17, 1998.

**5 Technical Field**

The present invention relates generally to computerized systems and methods for planning, scheduling and managing personnel in an environment in which there is a varying workload by time of day and by day of week to be staffed with a variable number of agents having varying preferences.

**Background Of The Invention**

Force management systems for use in planning, scheduling and managing personnel in a telephone call center are known in the prior art. Such systems typically include a basic planning capability to enable a call center supervisor to forecast future call loads and the number of agents necessary to service that load. Most prior art systems also include a simple scheduling capability which then functions to allocate agent work hours according to the staffing requirements that have been forecast. Agents are then manually or automatically assigned to fill the schedules. These systems usually also include other administrative and reporting capabilities.

An improved method and system to provide planning and scheduling is shown in Castonguay et al. (U.S. Patent No. 5,911,134), which is assigned to the assignee of this application

and incorporated herein by reference. This system provides an excellent system for automatically developing schedules to meet work flow needs. However, the system of Castonguay et al. fails to provide schedules that take into account the agent's  
5 preferences, seniority or other key criteria. It would therefore be desirable to overcome the problems associated with such prior art force management systems.

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**Brief Summary of the Invention**

It is an object of the invention to provide a force management system that accurately reflects the agents' preferences and seniority.

5 It is an additional object of the invention to provide a system that most closely fits the agent's priorities regarding their preferences so that the most valued preference is most likely to be fulfilled.

10 In one basic embodiment of the invention, these and other objects of the invention are provided in a method for assigning a group of agents to a plurality of available schedules, comprising determining preferences for a plurality of factors for each agent. Each agent provides an order of importance for the plurality of factors. For each factor, a difference value for  
15 that factor between a preliminarily assigned schedule (or pool of unassigned schedules) and each agent's preference for that factor is determined. The difference values for each factor are assigned to a vector for each agent wherein the factor having the highest importance is assigned to the highest order bits of the  
20 vector and the remaining factors are assigned to subsequent orders of bits in their assigned order of importance. Then, for each agent, a vector for each schedule not assigned to that agent is determined. Vectors for every other agent are also calculated for every schedule swap involving the current agent, including  
25 schedule swaps of specific factors within schedules. The

schedule having the lowest vector is then assigned for each agent. Preferably, the process of assigning schedules is performed beginning with the highest ranked agent and repeated for the next highest ranked agent until all agents have been  
5 processed.

The foregoing has outlined some of the more pertinent features of the present invention. These should be construed to be merely illustrative of some of the more prominent features and applications of the invention. Many other beneficial results can  
10 be attained by applying the disclosed invention in a different manner or by modifying the invention as will be described. Accordingly, a fuller understanding of the invention may be had by referring to the following Detailed Description of the Preferred Embodiment.

**Brief Description of the Drawings**

For a more complete understanding of the present invention and the advantages thereof, reference should be made to the following Detailed Description taken in connection with the  
5 accompanying drawings in which:

**FIG. 1** is a representation of scheduling parameters screen;

**FIG. 2** is a representation of a portion of the agent preferences screen;

**FIG. 3** is a chart show the structure of the preference fit  
0 vector; and

**FIG. 4** is a flowchart showing the preference fit process.

Similarly referenced characters refer to similar parts or steps throughout the several views of the drawings.

**Detailed Description**

As described above, the force management system of the present invention is adapted for planning, scheduling and managing personnel in an environment in which there is a varying workload by time of day and by day of week to be staffed with a variable number of agents. In general, the agents will be required to respond to an event load which has been forecast to occur in the future. One such environment is a telephone call center in which, for example, an "event" is an incoming call to the center. For the remainder of the description, the telephone call center environment is described only for exemplary purposes and not by way of limitation. The present invention is applicable to scheduling of a work group in any field. For example, a team of technicians providing technical support to computer owners via e-mail may advantageously apply the present invention.

To meet the varying schedule needs, schedules are initially assigned using a known system such as that described in copending U.S. patent application to Crockett et al., Serial No. 08/890,228, which is incorporated herein by reference. Briefly, a computer database is generated including the skills, number and other criteria of the workforce. The work flow is modeled to generate a schedule of work needs. The criteria of the agents are then matched to the work needs in a "best fit" manner using a

computer algorithm. In an alternative embodiment, a pool of unassigned schedules may be generated.

Preferably, the method and system of the present invention are implemented in a client-server environment where the agent and work flow databases reside on network servers and are accessible via a network to client computers on the desks of agents and managers. Many suitable computing platforms and network systems are available on the market.

Once the preliminary schedules are generated, they must be adjusted to account for the agents' preferences and the priority in which they hold those preferences. A default preference order is entered into the system by managers using screen 130, which is shown in FIG. 1. The potential preferences shown are: number of days worked 132, days off pattern 134, number of days for particular tour group member 136, which days of the week are worked for a particular tour group member 138, tour start times 140 and start time consistency 142. These particular preferences should not be considered as limiting the scope of the invention. Any criteria may be advantageously accounted for using the method and system of the present invention.

Priorities of the preferences are established by rank ordering the preferences and entering the ranking in screen 130. These default priorities may be overridden for each agent by management using screen 170 of FIG. 2. The rank ordered

priorities are entered by management into column 172. In addition, portions of the preference screen that are not shown allow management to enter specific preferences for each agent, such as start times, break times, lunch times, days off, end  
5 time, lunch length, split shift parameters and hours worked by accessing tabs 173.

After initial schedule generation using a process such as that of Crockett et al., there are inevitably individual schedules that meet the management unit and tour (workshift)  
10 criteria, but only meet a subset of the agent's preferences. Ideally, the schedules are either wholly or partially swapped and/or are adjusted to meet each agent's preferences and priorities as closely as possible.

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5 A numerical value representing how each set of schedules fit's each agent's preference factors are compiled into a multi-word vector 174 as shown in FIG. 3. Each type of preference is assigned a bit range within the vector. The bits used in each range represent the difference (or absolute value of the difference) between the assigned schedule and the preferred  
20 schedule for each preference. For daily values, the bits assigned represent the sum of the differences for each day of the week. Where an agent has a list of preferences, the difference will be defined specifically for each type of preference. Where an agent has no preferences, the "difference" will be defined  
25 specifically for each type of preferences.



The order of the bit ranges is determined by the priority ranking list provided by the agent or by default. The highest priority is assigned to highest order bit range **176**. The lowest priority is assigned to lowest order bit range **178**. The other  
5 priorities are place in the intervening bit ranges in order of priority. In this manner, each agent has a vector **174** that can be calculated for any schedule indicating a prioritized fit of that schedule for that agent.

The vector fit of the agents in a management unit are then processed to provide the best vector fit using the process of **FIG. 4**. Assigned schedules or a pool of unassigned schedules are provided using a process such as that of Crockett et al. in step **180**. The agents are then ranked for processing of their schedules according to a priority system. The most common system for prioritizing processing is seniority. This embodiment will use seniority as the agent ranking scheme, but its use should not be construed as limiting the scope of the invention. Other ranking systems such as performance based systems may be used.

The process begins by making the highest ranked agent, in  
20 this example the most senior agent, the current agent for the process **181**. A vector for the current agent is then calculated for every schedule. In addition, vectors for all other agents are calculated for every schedule. These procedures are shown at step **182**. In addition to entire schedules, preferences within  
25 schedules may be swapped for both the current agent and all other

agents to provide a closer fit. For example, an agent may have certain days off as a high priority. The system may swap particular days off to provide a schedule having a minimized vector of that agent. For each schedule assigned and for  
5 schedules with partial swaps, a vector is calculated for the current agent and all other agents. If a schedule is found where the current agent's vector is lower, the schedule is assigned to the current agent, unless the schedule is assigned to a higher ranked agent. If multiple schedules are found with lower  
10 vectors, the schedule with the lowest vector is assigned to the current agent as shown at step 184, unless the schedule is assigned to a higher ranked agent. Swapping may still occur with a higher ranked agent, but the criteria for such a swap is more stringent. A swap with a higher ranked agent can only be done if  
15 a swap can be found that will decrease the lower ranked agent's vector without increasing the vector of the higher ranked agent as shown at step 185. A pointer is then incremented to set the agent having the next highest ranking as the current agent at step 186. The process then determines if all agents have been  
20 processed at step 188. If not, the process is repeated for the next highest ranked agent. If all agents have been processed, the process is complete 190.

It should be appreciated by those skilled in the art that the specific embodiments disclosed above may be readily utilized  
25 as a basis for modifying or designing other structures for

carrying out the same purposes of the present invention. It should also be realized by those skilled in the art that such equivalent constructions do not depart from the spirit and scope of the invention as set forth in the appended claims.

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